

19 September 1988

NOTE TO: [REDACTED]

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FROM : [REDACTED] PES

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SUBJECT: NIC Questions on the State of Analysis

Here are a few general thoughts, in the form of talking points, on the questions you raised. Hope you and Fritz will find them of some use.

1. Numbers, varieties, presentational styles...

- Though DI production figures for the last 10 years are soft, overall numbers of major research publications do not seem to have changed appreciably.
- Variety and presentational styles have changed, however.
 - More interdisciplinary analysis, especially since the 1981 reorganization; more interoffice products
 - Clearer separation of fact from analysis
 - More systematic and careful reference to sources
 - Increasing use of data bases to produce periodic publications
 - Greater emphasis on conciseness and clarity, in consideration of our policymaker audience; greater attention to issues of relevance to that audience
 - Greater use of outside experts to review products
- Single biggest change is technological: our ability to turn out attractive, colorful, easy-to-read publications more quickly.
 - Improvements in graphics capabilities obvious from cursory glance at DI products

- Developments like "desk-top publishing" allow offices to create their own products in far less time

2. Breadth of intelligence questions...New key issues...

- Decrease in percentage of DI effort devoted to the USSR and China.
 - Reemergence of relatively multipolar world
- Increase in investment in Third World and global issues.
- Emergence of terrorism and narcotics as security issues during last 10 years.
- International economics of increasing concern.
 - Debt crises
 - Decline of US international economic competitiveness and rise of Japan/West Europe
- DI response to all of these priorities has been rapid.
 - Increasingly sophisticated economic work done
 - Growth of OGI as home to study of newer issues

3. DI's perception of its key readers...

- As national security issues defined in broader terms than political/military, clientele has broadened.
 - Commerce, Treasury, Energy, USTR now major consumers
- Growth in support to arms control.
 - Both to negotiators of new agreements and to verifiers of existing ones
- Congress as key consumer.
 - Product of change in balance of power between executive and legislative branches

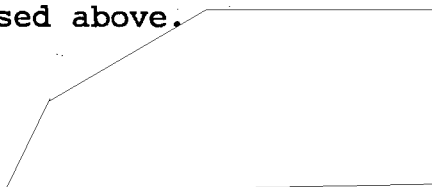
- Reference to DDCI's article in Foreign Affairs on subject (image of CIA poised equidistant between two branches)
- Increasing investment, both bureaucratic and analytical, in providing oral and written support to Hill

4. Consumer perception of relevance and timeliness...

- Always a difficult thing to measure.
 - Policymakers reluctant to criticize a "free good."
 - IPC currently is conducting a survey of primary consumers' perceptions on these issues (results in October)
- We believe, however, that DI responsiveness to tasking on specific issues is virtually unmatched in relevance and timeliness.
 - DI Research Program formulated in close consultation with policymakers all over town
- Main question is about the adequacy of the link between some ad hoc and serial production and policymaker needs.

5. How to assess impact of DI products on policy...

- Again, the impact is variable and difficult to generalize about.
 - Intelligence that supports a policymaker's position on an issue is more welcome than intelligence that does not
 - Impact of DI products often to be seen in internal political wars among policymakers rather than in policy itself
- DI's biggest challenge (as Fritz has said) is to produce "adhesive" analysis--that which influences policy decisions.
- This, in turn, depends on its timeliness and relevance, discussed above.



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